

Department of the Army  
Headquarters, United States Army  
Training and Doctrine Command  
Fort Monroe, Virginia 23651-1047

## TRADOC Memorandum 1-15

27 May 2003

Administration  
**TRADOC BOARD OF DIRECTORS**

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**Summary.** This memorandum establishes a Board of Directors (BOD) for Headquarters, U.S. Army Training and Doctrine Command (TRADOC), for use in identifying and discussing strategic issues.

**Suggested improvements.** The proponent of this memorandum is the Office of the Deputy Commanding General/Chief of Staff (DCG/CofS). Send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) through channels, to Commander, TRADOC, ATTN: ATCS, 7 Fenwick Road, Fort Monroe, VA 23651-1067. Suggested improvements may also be submitted using DA Form 1045 (Army Ideas for Excellence Program (AIEP) Proposal).

**Availability.** This publication is available on the TRADOC Homepage at <http://www.tradoc.army.mil>

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# TRADOC Memo 1-15

## Chapter 1 Introduction

**1-1. Purpose.** The purpose of this memorandum is to establish policy and procedures for a U.S. Army Training and Doctrine Command (TRADOC) Board of Directors (BOD) to provide senior leadership a forum for review, discussion, and consensus on strategic issues.

**1-2. Reference.** TRADOC Memorandum 1-11, Staff Procedures, is a related publication.

**1-3. Explanation of abbreviations.** The glossary contains abbreviations used in this memorandum.

### **1-4. Responsibilities.**

a. Strategic Initiatives Group (SIG) will:

(1) Schedule meeting with assistance from the Office of the Commanding General.

(2) Schedule and coordinate meeting requirements, including facility preparation, coordinating messages, warning orders, readaheads, in-progress reviews (IPRs), and rehearsals (if required).

(3) Collect, organize, and present potential agenda items to BOD Planning Committee for coordination, and to BOD/Commanding General (CG) for approval.

(4) Collect and prepare readahead information to support agenda items.

(a) Prepare supplemental information for items with strategic communications implications.

(b) Collect supplemental information for all other items. Provide template or proposed table of contents to responsible staff element for submission of information.

(c) Readahead information may contain, but is not limited to:

- TRADOC position.
- Department of Defense position.
- Department of Army position.
- Staff analysis of issue.
- Highlight of critical points.
- Critical milestones.
- Challenges/issues.
- Resource impact.
- Coordination with major commands.
- Guidance required.
- Recommended topics for next BOD.

(5) Manage coordination of event using TRADOC Strategic Initiatives Management System. Update Online Senior Leader Communication Resource as required.

b. Protocol will coordinate meals, transportation, billeting, and refreshments, as required.

c. Commander's Planning Group (CPG) will:

(1) Record proceedings, including pertinent guidance, decisions, and issues.

(2) Provide report to the Deputy Commanding General/Chief of Staff (DCG/CofS) not later than 3 working days after the event.

d. Secretary of the General Staff (SGS) will:

(1) Distribute taskings, based on guidance from DCG/CofS.

(2) Track taskings through completion.

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## Chapter 2

### Organization and Procedures

**2-1. Mission of the BOD.** The TRADOC BOD will provide senior review and discussion of strategic issues. It will provide a venue for reaching consensus through discussion on fiscal resources, personnel, organization/structure, and strategic initiatives for TRADOC. It will also provide the CG the opportunity to discuss TRADOC's strategic guidance, priorities, and direction with the senior leadership, and receive unfiltered input and feedback.

**2-2. Membership of the BOD.** The members of the BOD will consist of the CG (Chair), the DCG/CofS, Commander, Combined Arms Center, and Commander, Army Accessions Command. The Command Sergeant Major will serve as an advisor to the BOD. The CG may adjust the BOD membership, as required.

### **2-3. Meetings of the BOD.**

a. The BOD will meet at the discretion of the CG. The [BOD meeting schedule](#) is posted on the DCG/CofS page of the TRADOC Homepage. The DCG/CofS will coordinate a schedule for BOD meetings with the CG that permits discussion of strategic issues and consensus, prior to critical events, and issuance of command guidance, in a timely manner, for implementation by subordinate commands/organizations and the headquarters staff. A planning timeline is provided at table 2-1.

b. The CG may invite subject matter experts, subordinate commanders, staff personnel, or others, as deemed appropriate, to provide information, or to assist in issue discussion, at any BOD meeting.

**Table 2-1**  
**BOD planning timeline**

<b>Board of Directors meeting (B)</b>	<b>Action</b>
B+91	BOD3 meeting.
B+84	Rehearsal for BOD3 (if required). [SIG]
B+77	Readahead for BOD3 distributed to BOD members and key stakeholders. [SIG]
B+63	Readahead for BOD3 finalized and circulated for staffing. [SIG] Agenda update e-mail for BOD3 sent to BOD members. [SIG prepares for DCG/CofS release]
B+49	Readahead input for BOD3 due to SIG. [Stakeholders]
B+42	BOD Planning Committee IPR for BOD3.
B+35	BOD3 coordinating message sent out. [SIG prepares for DCG/CofS release] <sup>1</sup>
B+21	Taskers and notes distributed from BOD2. [SGS]
B+07	BOD2 report submitted to DCG/CofS. [CPG]
B-Day	BOD2 meeting.
B-07	Rehearsal for BOD2 (if required). [SIG]
B-14	Readahead for BOD2 distributed to BOD members and key stakeholders. [SIG] <sup>2</sup>
B-28	Readahead finalized and circulated for staffing. [SIG] Agenda update e-mail for BOD2 sent to BOD members. [SIG prepares for DCG/CofS release]
B-42	Readahead input due to SIG. [Stakeholders]
B-49	BOD Planning Committee IPR for BOD2.
B-56	BOD2 coordinating message sent out. [SIG prepares for DCG/CofS release]
B-63	Taskers and notes distributed from BOD1. [SGS]
B-84	BOD1 report submitted to DCG/CofS. [CPG]
B-91	BOD1 meeting.
B-119	Agenda update e-mail for BOD1 sent to BOD members. [SIG prepares for DCG/CofS release] <sup>3</sup>

<sup>1</sup>Coordinating message will provide the date-time-group for the meeting, promulgate taskers for facilities/meals/briefers/readaheads, establish readahead requirements, and request new agenda items.

<sup>2</sup>Readaheads will typically be staffed with SIG, CPG, SGS, Assistant CofS, Protocol, and appropriate staff leads/stakeholders from the staff based on the agenda/topics.

<sup>3</sup>Agenda update e-mail will provide an agenda update for the upcoming BOD, and seek additional topics for the subsequent BOD.

BOD1, BOD2, and BOD3 represent the first, second, and third meetings of the BOD.  
Responsible staff sections for an item are listed in brackets.

c. The proceedings of a BOD may be recorded at the discretion of the CG.

d. All members of the BOD will have the opportunity to offer their opinions and advice on matters being considered. There is no “voting” process. The CG will announce agreements reached by the BOD, and issue guidance to aid in implementation of the agreement.

e. A BOD member may participate via video teleconference, if mission considerations preclude attendance, and the CG approves.

**2-4. Agenda items for the BOD.** The DCG/CofS will coordinate the agenda items for specific BOD meetings with the CG. The CG may initiate BOD issues, or any BOD member may

nominate issues for the DCG/CofS's consideration. The BOD members have the obligation to identify strategic issues affecting TRADOC that are appropriate for BOD consideration.

**2-5. Implementing BOD agreements.** The DCG/CofS will provide guidance on BOD agreements to SGS for tasking, as necessary.

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## Glossary

BOD	Board of Directors
CG	Commanding General
CPG	Commander's Planning Group
DCG/CofS	Deputy Commanding General/Chief of Staff
IPR	in-progress review
SGS	Secretary of the General Staff
SIG	Strategic Initiatives Group
TRADOC	U.S. Army Training and Doctrine Command

FOR THE COMMANDER:

OFFICIAL:

LARRY R. JORDAN  
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Chief of Staff

/signed/  
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